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E.O. 11652: N/A

TAGS: EGEN, OECD

SUBJECT: ANNUAL POLICY ASSESSMENT

1. THE MISSION SUBMITTED ITS BROAD POLICY RECOMMENDATIONS ON MAJOR ISSUES OF CONCERN TO THE OECD IN THE PERIOD PRIOR TO THE MAY 27-29 IEA AND OECD MINISTERIAL MEETINGS. USOECD 04116 COVERED MOST OF THE KEY AREAS OF POLICY INTEREST AND URGED A MORE INTEGRATED APPROACH TO THE INTERRELATED ECONOMIC PROBLEMS FACING OECD COUNTRIES. USOECD 10418 AND 10392 CONTAINED MORE SPECIFIC RECOMMENDATIONS KEYED TO THE MINISTERIAL MEETINGS. WE ARE PLEASED THAT TO A VERY LARGE EXTENT THOSE RECOMMENDATIONS WERE REFLECTED IN THE SECRETARY'S STATEMENTS AND THE DECISIONS REACHED AT THE MINISTERIAL MEETINGS. THE MINISTERIAL SETS THE TONE FOR THE OECD FOR THE YEAR TO COME, AND HENCE, THE GENERAL FRAMEWORK IN WHICH WE PURSUE OUR OBJECTIVES THROUGH THE ORGANIZATION. THIS FRAMEWORK HAS NOW BEEN SET, AND THE FOLLOWING ASSESSMENT CONSISTS PRIMARILY OF OUR RECOMMENDED COURSES OF ACTION FOR IMPLEMENTING AND FOLLOWING UP ON THE MINISTERIAL DECISIONS.

2. GIVEN THE NATURE AND SCOPE OF THE ORGANIZATION, WE HAVE HAD TO BE HIGHLY SELECTIVE IN DEFINING THE PARAMETERS OF THIS POLICY ASSESSMENT. UNLIKE AN INDIVIDUAL COUNTRY, THE OECD IS A TOOL RATHER THAN AN OBJECT OF OUR FOREIGN POLICY. TO A LARGE EXTENT OUR OBJECTIVES IN THE OECD ARE OUR OVERALL FOREIGN ECONOMIC POLICY OBJECTIVES, WHICH CAN ONLY BE SET IN WASHINGTON IN THE CONTEXT OF OUR OVERALL INTERNATIONAL ECONOMIC INTERESTS. SIMILARLY, THE SUCCESS OF OUR POLICY IN THE OECD CAN ONLY BE MEASURED BY LOOKING AT THE WORLD ECONOMIC SITUATION OR AT THE ECONOMIC POLICIES OF 23 OTHER NATIONS.

3. BY NECESSITY, WE HAVE LEFT OUT SEVERAL IMPORTANT FIELDS OF OECD ACTIVITY AND FOCUSED THIS ASSESSMENT ON THOSE AREAS WHERE THE ROLE OF THE OECD IS ACTUALLY OR LIMITED OFFICIAL USE

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POTENTIALLY IMPORTANT IN THE CONTEXT OF OUR PRIORITY INTERNATIONAL ECONOMIC OBJECTIVES. PART II DISCUSSES THE BROAD CONCEPTUAL FRAMEWORK IN WHICH WE VIEW THE ROLE OF THE OECD. PART III FOCUSES MORE NARROWLY ON OUR OBJECTIVES IN THE KEY AREAS OF CURRENT CONCERN, WITH PARTICULAR EMPHASIS ON THE FOLLOW-UP TO THE MINISTERIAL MEETINGS. IN PART IV WE DISCUSS THE RESOURCE ALLOCATION IMPLICATIONS FOR THE MISSION OF THE RAPIDLY INCREASING

ACTIVITIES OF THE ORGANIZATION.

PART II - OVERALL US INTERESTS, GOALS AND OBJECTIVES

4. US GOALS AND OBJECTIVES IN THE OECD ARE INTEGRAL TO
OUR KEY FOREIGN POLICY INTEREST IN MAINTAINING AND
STRENGTHENING THE STRUCTURE OF COOPERATION WITH OUR

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MAJOR ALLIES. AT A TIME WHEN THE STABILITY OF THE INTERNATIONAL ECONOMY' AND HENCE THE STRENGTH AND SOLIDARITY OF OUR ALLIANCES, DEPENDS TO AN EXTRAORDINARY DEGREE ON AN EFFECTIVE JOINT RESPONSE TO NEW PROBLEMS THROUGH INTERNATIONAL COOPERATION, THE OECD IS A KEY FORUM FOR INTERACTION AMONG THE INDUSTRIAL NATIONS. IT IS THE ONLY ORGANIZATION IN WHICH THE THREE MAIN POWER CENTERS OF THE NON-COMMUNIST WORLD - THE US, JAPAN AND THE EUROPEAN COMMUNITY - ADDRESS THE ENTIRE RANGE OF ECONOMIC ISSUES IN A SETTING FREE FROM THE DIRECT INTERVENTION OF OTHER GROUPS OF NATIONS WHICH DOMINATE SUCH FORUMS AS THE UN AND ITS SUBSIDIARY BODIES. THE OECD IS THUS AN IMPORTANT TOOL FOR THE EFFECTIVE MANAGEMENT OF INTERDEPENDENCE.

5. THE PAST YEAR AND A HALF HAS SEEN A RAPID INCREASE IN THE USE OF THE OECD BY THE US AND OTHER MEMBER-GOVERNMENTS AS A FORUM FOR EFFECTING POLICY COORDINATION AND DEVELOPING COOPERATIVE ACTION PROGRAMS IN RESPONSE TO PRESSING INTERNATIONAL ECONOMIC PROBLEMS. THE OECD HAS DEMONSTRATED DURING THIS PERIOD THAT IT IS VERSATILE ENOUGH AS AN INSTITUTION TO PERMIT THE DEVELOPMENT OF IMAGINATIVE APPROACHES TO NEW PROBLEMS WHEN THERE IS SUFFICIENT WILL ON THE PART OF GOVERNMENTS. THE IEA, THE FINANCIAL SUPPORT FUND AND THE TRADE PLEDGE ARE IMPORTANT AND INNOVATIVE ELEMENTS OF THE INDUSTRIAL NATIONS' RESPONSE TO THE ENERGY CRISIS AND ITS ATTENDANT ECONOMIC AND FINANCIAL DISLOCATIONS. THE ACTIVITIES OF THE NEW COMMITTEE ON INTERNATIONAL INVESTMENT AND MULTINATIONAL ENTERPRISES REPRESENT ANOTHER IMPORTANT EFFORT TO COME TO GRIPS IN THE OECD AREA WITH AN ISSUE OF MAJOR CONCERN TO BOTH DEVELOPED AND DEVELOPING NATIONS.

6. FOLLOWING THE MAY 28-29 MINISTERIAL MEETING, THE OECD IS MOVING AHEAD ON A PACKAGE OF NEW ACTIVITIES

DESIGNED TO TAKE AN INTEGRATED LOOK AT NORTH/SOUTH
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RELATIONS WITH A VIEW TO IDENTIFYING AREAS WHERE THE
OECD CAN PLAY A ROLE IN REDUCING SOME OF THE ECONOMIC
FRICTIONS WHICH HAVE LED TO INCREASING TENSION BETWEEN
DEVELOPED AND DEVELOPING NATIONS AND TO SUGGESTING
POLICY APPROACHES TO THAT END. COMMODITIES POLICY HAS
BEEN SINGLED OUT AS AN ISSUE OF PARTICULAR CONCERN AND
MADE THE SUBJECT OF A SEPARATE HIGH LEVEL GROUP. THE
"GROWTH STUDY" BY A SMALL GROUP OF PROMINENT ECONOMISTS,
PROPOSED BY SECRETARY KISSINGER AT THIS YEAR'S MINI-
STERIAL, IS ANOTHER INNOVATIVE APPROACH TO A MAJOR
CURRENT PROBLEM WHICH SHOULD, THROUGH A SHARPER FOCUS
ON THE POLICY OPTIONS AVAILABLE TO STIMULATE GROWTH
WITHOUT INFLATION, STRENGTHEN AND GIVE GREATER RELEVANCE
TO ECONOMIC POLICY COORDINATION AMONG THE OECD COUNTRIES.

7. WE SEE THREE INTERRELATED THEMES IN OUR POLICY IN
THE OECD IN THE COMING YEAR:

-- TO CONTINUE THE PROCESS OF BUILDING EFFECTIVE
CONSUMER COUNTRY COOPERATION ON ENERGY ISSUES, EXER-
CISING OUR LEADERSHIP TO MAINTAIN MOMENTUM IN THE WORK
OF THE IEA AND WORKING POSITIVELY TO ESTABLISH A
MEANINGFUL AND REALISTIC DIALOGUE WITH THE OIL-PRODUCING
NATIONS.

-- TO WORK TOWARD MORE EFFECTIVE COORDINATION OF
ECONOMIC, TRADE AND MONETARY POLICY AMONG OECD COUNTRIES
THROUGH A MORE INTEGRATED CONSULTATIVE SYSTEM WITH
SHARPER FOCUS ON THE POLICY OPTIONS AVAILABLE TO RESTORE
THE BALANCED ECONOMIC GROWTH WHICH IS ESSENTIAL TO THE
RESOLUTION OF OTHER ECONOMIC PROBLEMS FACING BOTH THE
DEVELOPED AND DEVELOPING NATIONS.

-- TO DEVELOP A COHERENT APPROACH TO ECONOMIC
RELATIONS WITH THE DEVELOPING COUNTRIES WHICH WILL SEEK
TO REDUCE THE INCREASING POLARIZATION IN NORTH/SOUTH
RELATIONSHIPS THROUGH PRACTICAL AND MUTUALLY BENEFICIAL
STEPS DESIGNED TO AMELIORATE CONDITIONS AND SOFTEN ATTITUDES
IN THE DEVELOPING WORLD, THEREBY REDUCING NORTH/
SOUTH FRICTIONS.

PART III - KEY POLICY ISSUES IN THE OECD AND RECOMMENDED
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COURSES OF ACTION

A. ENERGY

7. THE IEA, WITH ITS COMPREHENSIVE AND ACTION-ORIENTED STRATEGY FOR DEALING WITH THE ENERGY PROBLEM, HAS BEEN A PRIMARY FACTOR LEADING TO A MARKED IMPROVEMENT IN CONSUMER COUNTRY CONFIDENCE IN THE PERIOD SINCE THE

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WASHINGTON ENERGY CONFERENCE. IN CONTRAST TO THE ALMOST PANIC-STRICKEN COLLECTION OF NATIONS WHO WERE REELING FROM THE IMPACT OF THE OIL PRICE HIKE AND GROPING FOR BILATERAL SOLUTIONS JUST OVER A YEAR AGO, WE HAVE SEEN THE IEA MEMBERS IN RECENT MONTHS PUT IN PLACE AN EMERGENCY SHARING SCHEME, TAKE DIFFICULT COLLECTIVE DECISIONS ON LONG-TERM ENERGY COOPERATION PROGRAMS, AND EXHIBIT IN THE PRODUCER/CONSUMER PREPCON IMPRESSIVE SOLIDARITY VIS-A-VIS THE OIL PRODUCERS AND THEIR LDC SUPPORTERS. THE POLITICAL/ECONOMIC ACHIEVEMENTS OF THE IEA IN TERMS OF SOLIDARITY AMONG THE ADVANCED INDUSTRIAL DEMOCRACIES ARE A REMARKABLE EXAMPLE OF INTERNATIONAL COOPERATION.

8. THE KEY TO EFFECTIVE ACTION WITHIN THE IEA REMAINS STRONG US LEADERSHIP. WITH HIS PROPOSALS TO THE IEA MINISTERIAL ON REOPENING THE PRODUCER/CONSUMER DIALOGUE, AND ON STRENGTHENING IEA R&D, THE SECRETARY HAS PROVIDED NEW FOCI FOR IEA ACTIVITY. HOPEFULLY, THESE NEW INITIATIVES WILL SPILL OVER AND LEND NEW MOMENTUM TO SUBSTANTIVE IEA WORK IN OTHER AREAS.

US OVERALL LEADERSHIP IN THE AGENCY IS WEAKENED, HOWEVER, BY CONTINUING CONGRESSIONAL OPPOSITION TO THE ADMINISTRATION'S CONSERVATION PROPOSALS AND THE FLOOR PRICE CONCEPT. CLEARLY, WE NEED TO BE STRAIGHTFORWARD WITH OTHER IEA MEMBERS IN RESPONDING TO QUESTIONS CONCERNING CONGRESSIONAL ATTITUDES, AVOIDING UNREALISTICALLY OPTIMISTIC ASSESSMENTS WHICH MIGHT UNDERMINE OUR OVERALL CREDIBILITY. HOWEVER, WE MUST AT THE SAME TIME MAKE A CONVINCING CASE THAT THE US, BY ONE MEANS OR ANOTHER, WILL BE ABLE TO LIVE UP TO THE COMMITMENTS WE ARE ASKING OTHER GOVERNMENTS TO ADOPT.

A PRIMARY DETERMINANT OF THE IEA'S POLITICAL SOLIDARITY IN A CRISIS WILL BE THE CONFIDENCE ITS MEMBERS HAVE IN THE EFFECTIVENESS OF THE EMERGENCY ALLOCATION SCHEME. THE

FULL DEVELOPMENT OF THE DATA ASPECTS OF THIS SCHEME
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HAS BEEN DELAYED, DUE IN SIGNIFICANT PART TO PROBLEMS
RELATING TO US ANTITRUST LEGISLATION, BUT IS NOW MOVING
ALONG WELL. HOWEVER, IT IS ALMOST CERTAIN THAT AGENCY
MEMBERS WILL NOT PLACE COMPLETE CONFIDENCE IN THE SCHEME
UNTIL IT HAS HAD A FULL SCALE TEST RUN OF A SIMULATED
OIL SUPPLY EMERGENCY.

WE SUGGEST BELOW CERTAIN SPECIFIC AREAS IN WHICH US
LEADERSHIP COULD BE IMPORTANT IN MOVING TOWARD FULL
IMPLEMENTATION OF THE IEP.

RECOMMENDATIONS:

-- THAT WE FURTHER DEVELOP AND ARTICULATE THE
RATIONALE FOR IEA COOPERATION, BASED ON THE NEED FOR
ACTION AIMED AT AFFECTING THE WORLD ENERGY MARKET AS
WELL AS ON THE NEED TO PREPARE THE DIALOGUE WITH OIL
PRODUCERS. THE OBJECTIVE OF BOTH ASPECTS OF IEA ACTIVITY
SHOULD BE TO ESTABLISH A GENERAL EQUILIBRIUM WHERE
NEITHER PRODUCERS NOR CONSUMERS EXERCISE OVERWHELMING
POWER OVER THE MARKET.

-- THAT WE CONTINUE TO PRESS AHEAD FOR AGREEMENT ON
A MEANINGFUL LONG TERM PROGRAM, ARTICULATING CLEARLY
THE MEANS WHICH THE US WILL EMPLOY (EITHER EXECUTIVE OR
LEGISLATIVE OR BOTH) TO MEET ITS COMMITMENTS ON CON-
SERVATION AND ON GENERAL AND SPECIFIC MEASURES OF
COOPERATION TO ACCELERATE DEVELOPMENT OF ALTERNATIVE
SUPPLIES.

-- THAT WE TAKE THE INITIATIVE WITHIN THE AGENCY IN
PRESSING FOR A DECISION ON THE NECESSARY SECRETARIAT
STRUCTURE TO IMPLEMENT IEA R&D DECISIONS DUE TO BE MADE
THIS SUMMER AND FALL.

-- THAT WE PRESS (OVER THE POSSIBLE OBJECTIONS OF
SOME MEMBERS WHO FEAR IT MIGHT APPEAR "CONFRONTATIONAL")
FOR A FULL-SCALE TEST RUN OF THE EMERGENCY ALLOCATION
SYSTEM ONCE THE TRIAL RUN OF THE EMERGENCY DATA SYSTEM
IS COMPLETED.

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-- THAT WE SUPPORT DEVELOPMENT OF A COORDINATED
CONSUMER POLICY TO BE FOLLOWED IN BILATERAL CONTACTS
WITH PRODUCERS, INCLUDING MEANINGFUL CONSULTATION WITHIN
IEA ON SUCH CONTACTS.

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B. ECONOMIC POLICY COORDINATION

11. THE MAIN CHALLENGE FOR ECONOMIC POLICY AT THIS JUNCTURE IS TO ACHIEVE ECONOMIC RECOVERY WITHOUT SETTING OFF A NEW ROUND OF INFLATIONARY PRESSURES AND CREATING FURTHER STRAINS ON BALANCE OF PAYMENTS PATTERNS. THE PROBLEM IS MADE MORE DIFFICULT BY THE RECENT TENDENCY TOWARD SYNCHRONIZATION OF CYCLICAL FLUCTUATIONS IN MAJOR COUNTRIES, SO THAT SIMILAR CONCURRENT POLICIES CAN HAVE A CUMULATIVE, REINFORCING EFFECT ON CONJUNCTURAL SHIFTS LEADING TO WORLD-WIDE BOOM-BUST CYCLES. IN THESE CIRCUMSTANCES THE NEED FOR CONSULTATION AND CONCERTATION OF ECONOMIC POLICIES AMONG THE OECD COUNTRIES HAS BECOME EVEN MORE PRESSING. THE US HAS IN THE PAST CONSIDERED THE ECONOMIC POLICY COMMITTEE AND ITS WORKING PARTIES TO BE USEFUL MEDIA FOR CONSULTATION ON COMMON ECONOMIC PROBLEMS BUT THERE HAS BEEN LESS SUCCESS IN ACHIEVING A COMMON UNDERSTANDING ABOUT THE DIRECTION AND NATURE OF DESIRABLE NATIONAL POLICIES TO REFLECT THE INCREASINGLY STRONG INTERACTIONS BETWEEN INDUSTRIAL COUNTRIES. THE CREATION OF THE SPECIAL GROUP OF DISTINGUISHED ECONOMISTS TO IDENTIFY MEASURES THAT OECD NATIONS CAN ADOPT TO ASSURE LONG-TERM GROWTH WITHOUT INFLATION COULD PROVE TO BE A SIGNIFICANT CONTRIBUTION TO MORE EFFECTIVE CONSULTATION AND COORDINATION ON THE MOST FUNDAMENTAL POLICY DECISIONS WHICH DETERMINE THE INTERNATIONAL ECONOMIC SITUATION.

12. RECOMMENDATIONS:

-- THAT WE PRESS FOR EARLY FORMATION OF THE SPECIAL GROUP ON ECONOMIC GROWTH, ENSURING THAT MEMBERSHIP REMAINS SMALL AND THAT PARTICIPANTS ARE OF THE HIGHEST CALIBER.

-- THAT IN ADDITION TO MOVING FORWARD WITH THE SPECIAL GROUP ON GROWTH WE SEEK CONTINUALLY TO IMPROVE
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THE CONSULTATIVE PROCESS ON ECONOMIC POLICY, SUCH AS TAKES PLACE IN THE ECONOMIC POLICY COMMITTEE AND ITS WORKING PARTIES. IN THIS CONTEXT WE MIGHT CONSIDER THE DEVELOPMENT OF MORE STRUCTURED, INTERDISCIPLINARY CONSULTATIVE ARRANGEMENTS WITHIN THE OECD FOR DEALING WITH INTERRELATED ECONOMIC POLICY PROBLEMS. AS A MEANS OF GETTING SUCH A MECHANISM ON THE TRACKS, IT MIGHT BE DESIRABLE TO DELINEATE THE KEY AREAS WHERE INTERDEPENDENCE DEMANDS GREATER POLICY COORDINATION, NOTE THE UNDERSTANDINGS ALREADY REACHED WITHIN THE OECD ON SOME SUBJECTS, AND EXAMINE THE GAPS REMAINING WITH A VIEW TO IDENTIFYING FURTHER AREAS WHERE POLICY COORDINATION IS DESIRED AND POSSIBLE.

-- THAT WE PERSEVERE IN OBTAINING SPEEDY RATIFICATION OF THE FINANCIAL SUPPORT FUND BY THE US AND OTHER COUNTRIES SO AS TO HAVE THIS "SAFETY NET" IN PLACE.

C. RELATIONS WITH LDCS

13. THE MAIN THEME OF THIS YEAR'S MINISTERIAL MEETINGS WAS RECOGNITION OF THE NEED TO ADOPT A MORE COMPREHENSIVE APPROACH TO DEVELOPMENT PROBLEMS AND THE INCREASING POLARIZATION IN NORTH/SOUTH RELATIONS. THE NEW HIGH LEVEL GROUPS ON RELATIONS WITH LDCS AND COMMODITIES ARE POTENTIALLY IMPORTANT ELEMENTS OF THE DEVELOPED COUNTRIES' STRATEGY FOR COPING WITH THE INCREASINGLY STRIDENT DEMANDS OF THE LDCS SYMBOLIZED BY THE NIEO. AT A MINIMUM, THESE GROUPS, TOGETHER WITH THE MINISTERIAL DECLARATION ON RELATIONS WITH LDCS, SIGNAL A DC WILLINGNESS TO CONSIDER NEW APPROACHES TO ISSUES OF PRIME CONCERN IN NORTH/SOUTH RELATIONS. COMBINED WITH THE SECRETARY'S IEA INITIATIVE ON SETTING UP SEPARATE COMMISSIONS TO DEAL WITH COMMODITIES AND MSAS IN THE ENERGY PREPCON CONTEXT, THIS SIGNAL SHOULD HELP BREAK THE LOG-JAM BLOCKING A PRODUCER/CONSUMER DIALOGUE ON ENERGY. THESE GROUPS, UNDER THE GUIDANCE OF THE EXECUTIVE COMMITTEE IN SPECIAL SESSION (XCSS) AT THE SENIOR POLICY LEVEL, COULD

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BECOME THE FOCUS FOR DEVELOPING SUBSTANTIVE DC POSITIONS FOR THE NON-ENERGY COMMISSIONS. WHILE THE GROUPS SHOULD NOT BE ALLOWED TO BECOME TACTICAL CAUCUSSING BODIES FOR THE UN, THEIR WORK COULD FORM THE SUBSTANTIVE BACKGROUND FOR DEVELOPING MORE ASSERTIVE DC POSITIONS IN THE UN IN THE SEVENTH SPECIAL SESSION AND THEREAFTER.

14. RECOMMENDATIONS:

-- THAT WE TAKE THE LEAD IN ENUNCIATING MORE SPECIFIC SUBSTANTIVE OBJECTIVES FOR THE TWO NEW HIGH LEVEL GROUPS. OUR PRIME OBJECTIVE SHOULD BE TO IDENTIFY AREAS WHERE NEW PRACTICAL STEPS BY THE DEVELOPED COUNTRIES COULD IMPROVE CONDITIONS IN THE DEVELOPING WORLD AND REDUCE NORTH/SOUTH TENSIONS AND TO SEEK TO STEER THE GROUP TOWARD PRACTICAL RECOMMENDATIONS FOR COORDINATED POLICY ACTION BY OECD MEMBERS. A RELATED OBJECTIVE WOULD BE TO USE THE PRESTIGE AND ANALYTIC CAPABILITIES OF THE OECD TO PREPARE CLEAR AND CONVINCING ARGUMENTS ON WHY MANY OF THE LDC DEMANDS ARE NEITHER PRACTICAL NOR IN THE INTERESTS OF MOST DEVELOPING NATIONS.

-- THAT WE CONSIDER HOW THE OECD GROUPS ON COMMODITIES AND RELATIONS WITH LDCS CAN BE USED TO PROVIDE SUBSTANTIVE BACK-UP TO THE COMMISSIONS ON THOSE SUBJECTS PROPOSED IN THE CONTEXT OF THE ENERGY PREPCON.

-- IN THE MORE TRADITIONAL SPHERE OF DEVELOPMENT ASSISTANCE, OECD COUNTRIES SHOULD BE ENCOURAGED TO PRESS FORWARD WITH DEFINING AID PRIORITY SECTORS (E.G. AGRICULTURAL PRODUCTION), TO SHIFT THEIR SCARCE AID RESOURCES TO THE MSA'S, AND TO DEVELOP LONGER-TERM PROGRAMS FOR THE HARD-CORE, LEAST-DEVELOPED LDCS. WE SHOULD CONTINUE TO PUSH FOR A CONCERTED EFFORT TO ENCOURAGE OPEC COUNTRIES TO INCREASE AND BROADEN THEIR ASSISTANCE EFFORTS.

D. TRADE

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14. THE OIL CRISIS AND MORE RECENTLY THE GENERALLY DEPRESSED WORLD ECONOMIC SITUATION HAVE CREATED A STRONG

NEED TO ACHIEVE BETTER COORDINATION OF INDUSTRIALIZED COUNTRIES' TRADE POLICIES AND AVOID UNILATERAL TRADE RESTRICTIVE ACTIONS. THE OECD HAS PROVED ITSELF OF MAJOR VALUE IN THIS RESPECT WITH THE WORKING OUT OF THE TRADE PLEDGE IN MAY, 1974 AND ITS RECENT EXTENSION FOR ANOTHER YEAR. THERE HAVE BEEN NO SERIOUS VIOLATIONS OF THE PLEDGE, AND THOSE MINOR OR DOUBTFUL VIOLATIONS WHICH HAVE OCCURRED HAVE BEEN BROUGHT INTO AN INTENSIVE PROCESS OF MULTILATERAL CONSULTATION WHICH ITSELF SHOULD PROVE TO BE AN EFFECTIVE DETERRENT TO BROADER VIOLATIONS.

15. RECOMMENDATIONS:

-- THE MAIN OBJECTIVE OF THE US IN THE TRADE AREA SHOULD BE TO KEEP THE SPIRIT OF TRADE POLICY SURVEILLANCE EMBODIED IN THE TRADE PLEDGE ALIVE. AT THE SAME TIME WE SHOULD BE CONSIDERING HOW TO BUILD ON THE TRADE POLICY DISCIPLINE PROVIDED BY THE PLEDGE AND MAKE IT MORE PERMANENT, REFLECTING THE HIGHER DEGREE OF INTERACTION, INTERDEPENDENCE AND COMMON INTERESTS THAT EXISTS AMONG OECD COUNTRIES THAN AMONG, FOR INSTANCE, GATT MEMBERS.

-- CONSULTATION AND COORDINATION AMONG OECD MEMBERS ON OTHER TRADE POLICY PROBLEMS--IN SUCH KEY AREAS AS EXPORT CONTROLS, GOVERNMENT PROCUREMENT, COMMODITIES, PREFERENCES, AND EXPORT CREDITS--SHOULD CONTINUE TO BE STRESSED AS USEFUL TOOLS IN ACHIEVING US ECONOMIC POLICY GOALS.

E. INVESTMENT AND MULTINATIONAL ENTERPRISES

16. THE COMMITTEE ON INTERNATIONAL INVESTMENT AND MULTINATIONAL ENTERPRISES (IME) IS COORDINATING THE DEVELOPMENT OF A UNIFORM CODE OF STANDARDS OF BEHAVIOR FOR MNE'S. THIS ISSUE DESERVES CLOSE US ATTENTION TO ENSURE THAT ANY CODE WOULD BE CONSISTENT WITH THE PRINCIPLES THE US IS SEEKING TO UPHOLD FOR INTERNATIONAL INVESTMENT GENERALLY. IN THIS RESPECT AN OECD EFFORT SHOULD SERVE LIMITED OFFICIAL USE

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AS A COGENT AND RATIONAL COUNTERPOINT TO MNE EXERCISES OCCURRING IN THE UN AND ELSEWHERE, WHICH ARE LIKELY TO BE FAR LESS POSITIVE IN TERMS OF US INTERESTS. THE COMMITTEE WILL ALSO BE LOOKING INTO THE RELATED ISSUE OF THE POSSIBLE ESTABLISHMENT OF INTER-GOVERNMENTAL PROCEDURES FOR MULTILATERAL SURVEILLANCE AND ENFORCEMENT OF

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THE STANDARDS OF BEHAVIOR AND FOR INTER-GOVERNMENTAL CONSULTATIONS ABOUT THE ISSUES THUS RAISED. IN ADDITION TO THE INVESTMENT COMMITTEE, THE TEMPORARY WORKING PARTY OF THE ECONOMIC POLICY COMMITTEE (VAN YPERSELE "MARK II") AND THE IEA AD HOC GROUP ON FINANCIAL AND INVESTMENT ISSUES WILL ALL BE CONSIDERING THE VARIOUS ASPECTS OF INWARD INVESTMENT, ESPECIALLY THOSE RESULTING FROM INCREASED FLOWS FROM OPEC STATES.

17. RECOMMENDATIONS:

-- THAT THE US CONTINUE TO SUPPORT THE MNE GUIDELINES EXERCISE IN THE OECD, WITH THE AIM THAT ANY CODE DEVELOPED IS REASONABLE AND VOLUNTARY AND THAT IT WOULD SERVE AS A SALUTARY ALTERNATIVE TO CODES WHICH MAY BE DEVELOPED ELSEWHERE.

-- THAT WE CONTINUE TO SUPPORT CURRENT EFFORTS IN OECD TO DEFINE COMMON VIEWS ON OPEC INVESTMENT ISSUES AND TO IDENTIFY THE EFFECTS OF SUCH INVESTMENTS ON INDUSTRIAL NATIONS.

F. SCIENCE AND TECHNOLOGY

18. IN THE MISSION'S VIEW, THE COMMITTEE ON SCIENCE AND TECHNOLOGICAL POLICY (CSTP) AND THE SCIENCE PART OF THE DIRECTORATE FOR SCIENCE, TECHNOLOGY AND INDUSTRY (DSTI) ARE RAPIDLY EMERGING AS MAJOR PROBLEM AREAS FOR THE OECD. WE ARE CONCERNED OVER THE ABSENCE OF A SENSE OF PRIORITIES IN OECD SCIENCE ACTIVITIES AND THE LACK OF CLARITY AND FOCUS IN THE WORK CONDUCTED BY THE SCIENCE DIRECTORATE. IT SHOULD BE KEPT CLOSELY IN MIND THAT THIS IS AN ORGANIZATION FOR ECONOMIC COOPERATION. ITS PROGRAMS IN THE SCIENCE FIELD SHOULD BE DIRECTED TOWARD EXAMINING HOW SCIENCE AND TECHNOLOGY CAN BE BETTER UTILIZED IN FURTHERING THE ECONOMIC NEED OF THE OECD MEMBER COUNTRIES AND INFLUENCING THEIR RELATIONS WITH LDCS. IN OUR VIEW, THE OECD'S SCIENCE ACTIVITIES HAVE DRIFTED INCREASINGLY TOWARD A MORE PHILOSOPHICAL EXAMINATION OF SUCH FUZZY CONCEPTS AS "LIFE-STYLES", ETC. WE DO NOT QUESTION THAT THIS WORK IS USEFUL BUT WE HAVE COME INCREASINGLY TO QUESTION ITS PLACE IN THE SCIENCE

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ATION OF SUCH FUZZY CONCEPTS AS "LIFE-STYLES", ETC. WE DO NOT QUESTION THAT THIS WORK IS USEFUL BUT WE HAVE COME INCREASINGLY TO QUESTION ITS PLACE IN THE SCIENCE

AND TECHNOLOGY BRANCH OF AN ORGANIZATION DEVOTED TO
ECONOMIC COOPERATION.

19. RECOMMENDATIONS:

-- THAT WE CAREFULLY REVIEW THE WORK PROGRAM OF THE
DSTI WITH A VIEW TO REESTABLISHING SCIENCE AND TECHNOLOGY
COMPONENTS IN ITS PROGRAMS AND FOCUSING ITS ACTIVITIES
ON THE NEW PRIORITY SCIENCE AND TECHNOLOGY ISSUES.

-- THAT THE US TAKE THE LEAD IN URGING GREATER
ATTENTION IN THE OECD TO THE TECHNOLOGICAL PROBLEMS OF
THE LDCS. THE PROJECTED US PROPOSAL TO THE SCIENCE
MINISTERIAL ON FOOD R&D IS A GOOD STEP IN THE DIRECTION
OF UTILIZING THE CSTP TO ENCOURAGE GREATER ATTENTION TO
THIS AREA, ALTHOUGH IT SHOULD BE RECOGNIZED THAT MOST OF
THE SUBSTANTIVE WORK ON THIS QUESTION SHOULD BE DONE
ELSEWHERE IN THE ORGANIZATION.

G. FOOD AND AGRICULTURE

21. SECRETARY KISSINGER DEVOTED A SUBSTANTIAL PORTION OF
HIS OECD SPEECH TO FOOD PROBLEMS, AND THERE IS BROAD
RECOGNITION THAT FOOD AND AGRICULTURE REPRESENT
PRIORITY AREAS FOR A) IRONING OUT PROBLEMS AMONG OECD
MEMBERS THEMSELVES, E.G. IN THE MTN, B) MAKING CONCRETE
PROGRESS IN IMPROVING RELATIONS WITH LDC'S, BY
INCREASING FOOD SECURITY AND LDC FOOD PRODUCTION, AND
C) ESTABLISHING A MODE OF CONSTRUCTIVE COOPERATION
BETWEEN THE OIL PRODUCERS AND CONSUMERS, E.G. VIA THE
INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT. THE
OECD HAS IMPORTANT POTENTIAL FOR SERVING AS A MEANS
FOR COORDINATING

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POSITIONS AMONG THE INDUSTRIALIZED COUNTRIES IN THESE
ENDEAVORS AND FOR GIVING KEY OFFICIALS AN INTERDISCI-
PLINARY OVERVIEW OF THE AGRICULTURAL POLICY COMPLEX. A
POSSIBLE VEHICLE FOR REALIZING THIS POTENTIAL ALREADY
EXISTS IN THE FORM OF THE RESTRICTED HIGH LEVEL AGRI-
CULTURAL GROUP WHICH HAS MET PERIODICALLY IN RECENT
YEARS TO EXCHANGE VIEWS INFORMALLY ON KEY AGRICULTURAL
ISSUES.

21. RECOMMENDATION:

-- THAT THE US SHOULD CONSIDER STRENGTHENING THE HIGH LEVEL AGRICULTURAL GROUP, BY DEEPENING NATIONAL REPRESENTATION TO GIVE IT A BROADER ECONOMIC AND TRADE POLICY PERSPECTIVE, AND BY USING THE GROUP MORE INTENSELY FOR INFORMAL DISCUSSION OF KEY AGRICULTURAL AND FOOD POLICY ISSUES. (AGRI ATTACHE DOES NOT CONCUR WITH THIS RECOMMENDATION.)

H. ROLE OF EXECUTIVE COMMITTEE IN SPECIAL SESSION (XCSS)

22. COORDINATION OF INTERRELATED ACTIVITIES REMAINS A PROBLEM FOR THE OECD. THE NEW HIGH LEVEL GROUPS ON RELATIONS WITH LDCS AND COMMODITIES, ESTABLISHED UNDER THE AEGIS OF XCSS, REPRESENT AN EFFORT TO APPLY AN INTERDISCIPLINARY APPROACH TO COMPLEX PROBLEMS, BUT THE POTENTIAL OF XCSS AS A BODY OF SUB-CABINET OFFICIALS ABLE TO REFLECT A HORIZONTAL VIEW-POINT IN GUIDING AND SETTING PRIORITIES FOR THE ORGANIZATION REMAINS TO BE FULLY REALIZED. THIS IS IN PART DUE TO THE FACT THAT XCSS HAS BEEN USED PRINCIPALLY ON A SPOT-BASIS TO DEAL WITH SPECIFIC AREAS SUCH AS INVESTMENT, COMMODITIES, AND RELATIONS WITH LDCS RATHER THAN TO PROVIDE INTEGRATED DIRECTION TO THE OECD'S OVERALL ECONOMIC, FINANCIAL AND TRADE ACTIVITIES AS ORIGINALLY ENVISAGED. MOREOVER, CONTRARY TO THE ORIGINAL CONCEPT, XCSS HAS BECOME A PLENARY BODY, AND THE LEVEL OF NATIONAL REPRESENTATION HAS BEEN UNEVEN. THE NEED FOR A STRONG COORDINATING LIMITED OFFICIAL USE

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BODY TO PROVIDE COHERENT DIRECTION TO THE OECD'S ACTIVITIES HAS BECOME EVEN GREATER IN THIS PERIOD IN WHICH PRESSING INTERNATIONAL ECONOMIC PROBLEMS ARE CLOSELY INTERLINKED.

23. RECOMMENDATIONS:

-- THAT WE CONTINUE TO SEND HIGH-LEVEL, INTERAGENCY DELEGATIONS TO THE XCSS AND STRONGLY URGE OTHER MEMBER COUNTRIES TO DO LIKEWISE.

-- THAT WE SEEK TO BROADEN AND IMPROVE THE QUALITY OF XCSS'S ROLE IN PROVIDING OVERALL POLICY GUIDANCE TO THE ORGANIZATION.

-- THAT WE SEEK AGAIN TO INSTITUTIONALIZE THE THUS FAR INFORMAL, AND SOMEWHAT SPORADIC, PRACTICE OF HOLDING RESTRICTED MEETINGS OF XCSS DELEGATES FROM KEY COUNTRIES.

I. LONGER-TERM PLANNING - THE "JAPANESE PROPOSAL"

24. WHILE THE BASIC THRUST OF THE OECD OVER THE LAST
FEW YEARS HAS BEEN TOWARD MORE ACTION-ORIENTED PROGRAMS
DIRECTED AT IMMEDIATE PROBLEMS, A NUMBER OF MEMBER
GOVERNMENTS HAVE EXPRESSED CONCERN THAT THE OECD IS

PLACING INSUFFICIENT EMPHASIS ON LONGER-TERM TRENDS AND
THEIR IMPLICATIONS FOR CURRENT POLICY MAKING. THE
JAPANESE PROPOSAL FOR A THREE-YEAR RESEARCH PROJECT
ON THE "FUTURE DEVELOPMENT OF ADVANCED INDUSTRIAL
SOCIETIES IN HARMONY WITH THAT OF DEVELOPING COUNTRIES,"
WHICH WAS SUPPORTED BY THE SECRETARY AT THE OECD
MINISTERIAL, HAS STRUCK US AS AN EXCELLENT EFFORT TO
PROVIDE THE OECD WITH A CAPABILITY TO ANALYZE PROJECTED
TRENDS OVER THE NEXT 25 YEARS AND TO PROVIDE NATIONAL
POLICY-MAKERS WITH A LONGER-TERM PERSPECTIVE ON WHICH
TO BASE MORE IMMEDIATE DECISIONS. THE KEYS TO THE
SUCCESS OF THE PROJECT WILL BE TO FOCUS ITS STUDIES ON A
REALISTICALLY LIMITED NUMBER OF SUBJECT AREAS OF PRIME
INTEREST TO GOVERNMENTS AND TO SELECT A PERMANENT STAFF
OF SUFFICIENT STATURE AND CAPABILITY TO ENGAGE THE
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INTEREST OF SENIOR NATIONAL POLICYMAKERS IN A SERIES OF
DISCUSSIONS OF THE POLICY CONCLUSIONS AND OPTIONS
DEVELOPED BY THE RESEARCHERS.

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25. RECOMMENDATIONS:

-- THAT WE SEEK TO INSURE THE SUCCESSFUL LAUNCHING OF THIS PROJECT BY INDICATING AS EARLY AS POSSIBLE THAT WE WILL MAKE A SUBSTANTIAL FINANCIAL COMMITMENT TO ITS ESTABLISHMENT AS A PART II ACTIVITY. (THE JAPANESE HAVE INDICATED A COMMITMENT OF ONE MILLION DOLLARS OF THE ESTIMATED COST OF FOUR MILLION FOR THE THREE-YEAR LIFE OF THE PROJECT; IT IS EXPECTED THAT THE USG WOULD ALSO CONTRIBUTE ONE MILLION DOLLARS, OR ITS NORMAL PROPORTIONAL SHARE OF FINANCING FOR OECD ACTIVITIES.)

-- THAT WE PROVIDE AS EARLY AS POSSIBLE OUR CONCRETE RECOMMENDATIONS ON THE SUBJECT AREAS THE PROJECT SHOULD COVER AS WELL AS ON ITS CONCEPTUAL ORIENTATION AND ORGANIZATION. THE PRIME CRITERION FOR SUBJECT SELECTION SHOULD BE RELEVANCE TO GOVERNMENTAL DECISION-MAKING DURING THE NEXT 3-5 YEARS. WHILE SOCIO-POLITICAL FACTORS SHOULD BE TAKEN INTO ACCOUNT, THE STUDY SHOULD FOCUS PRIMARILY ON QUANTIFIABLE ECONOMIC TRENDS AND THEIR POLICY IMPLICATIONS.

-- THAT WE BEGIN TO CONSIDER CAREFULLY THE SELECTION OF A HIGHLY QUALIFIED PROJECT DIRECTOR AND RESEARCH TEAM.

PART IV - RESOURCE STAFFING AND FUNDING

26. THE MISSION IS NOW FUNCTIONING WELL WITH AN EXCELLENT, TIGHT STAFF AT FULL STRENGTH FOR THE FIRST TIME IN OVER TWO YEARS. WE PREFER TO KEEP THE STAFF SMALL BECAUSE THIS GENERATES AN INFORMAL AND LESS STRUCTURED MODUS OPERANDI WHICH, WE THINK, HAS ENCOURAGED MORE CREATIVE WORK. WE THINK IT USEFUL TO POINT OUT IN THIS CONTEXT, HOWEVER, THAT THE MISSION'S ACTIVITY HAS INCREASED DRAMATICALLY IN THE LAST YEAR, AS ILLUSTRATED

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BY A 40 PERCENT INCREASE IN ITS TELEGRAPHIC WORD COUNT IN THE PERIOD OCTOBER 1, 1974 THROUGH THE END OF MAY 1975 OVER COMPARABLE FIGURES IN THE PREVIOUS YEAR. FOR THE SAME PERIOD, THE NUMBER OF WASHINGTON DELEGATES HAS GONE FROM 445 TO 592, INCLUDING 84 SEPARATE VISITS BY SENIOR POLICY OFFICIALS RANGING FROM SECRETARIES KISSINGER AND SIMON TO THE DEPUTY ASSISTANT SECRETARY LEVEL. IN LIGHT OF THIS HEIGHTENED ACTIVITY, THERE ARE FOUR AREAS WHERE WE FEEL WE HAVE SERIOUS STAFF PROBLEMS:

A. TREASURY SECRETARY. THE DUAL ENCUMBERED TREASURY SECRETARIAL POSITION IS OUR MOST IMMEDIATELY PRESSING PROBLEM. IF WE ARE TO MAINTAIN THE QUANTITY AND QUALITY OF THE WORK UNDER THE RESPONSIBILITY OF THE MINISTER FOR ECONOMIC AND FINANCIAL AFFAIRS AND CONTINUE TO PROVIDE PROPER SERVICE TO VISITING DELEGATES, WE MUST HAVE A SECOND TREASURY SECRETARY ON A PERMANENT BASIS. THE WORK IN THIS AREA WHICH INCLUDES COVERING OECD ACTIVITIES IN ECONOMIC POLICY COORDINATION AND ECONOMIC FORECASTS, THE FINANCIAL SUPPORT FUND, THE PROPOSED NEW GROWTH GROUP, THE INVESTMENT COMMITTEE AND FINANCIAL ASPECTS OF THE DIALOGUE BETWEEN OIL PRODUCERS AND CONSUMERS SHOULD NOT BE HANDICAPPED BY INADEQUATE

SECRETARIAL SUPPORT.

B. TRADE, ENERGY AND MANPOWER (HEADED BY COUNSELOR OF THE MISSION) - ENERGY HAS BEEN MORE THAN A ONE-MAN JOB SINCE THE CREATION OF THE IEA, AND THE COUNSELOR OF MISSION HAS SPENT A CONSIDERABLE PORTION OF HIS TIME ON ENERGY MATTERS. THIS WILL NOT BE POSSIBLE TO THE SAME EXTENT WITH THE INAUGURATION OF MAJOR NEW OECD PROGRAMS ON COMMODITIES AND RELATIONS WITH LDCS WHICH ALSO FALL UNDER HIS RESPONSIBILITY. WE THEREFORE SEE A NEED FOR ANOTHER JUNIOR-TO-MIDDLE GRADE OFFICER TO SPEND THE BULK OF HIS TIME ON ENERGY BUT ALSO TO ASSIST THE COUNSELOR, WHEN NECESSARY, ON OTHER ACTIVITIES IN HIS AREA. IT IS ALSO ESSENTIAL THAT THE PRESENT COUNSELOR, DEPARTING THIS SUMMER, BE REPLACED BY A BROAD-GAUGED OFFICER CAPABLE OF SUPERVISING THE MISSION'S WORK IN THE PRIORITY AREAS OF ENERGY, COMMODITIES AND NORTH/SOUTH RELATIONS.

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C. SCIENCE OFFICE. THIS OFFICE HANDLES AN EXTREMELY WIDE VARIETY OF SCIENCE, TECHNOLOGY AND ENVIRONMENTAL PROGRAMS WHICH ARE OF STRONG INTEREST TO VARIOUS AGENCIES OF THE USG IN ADDITION TO PLAYING A MAJOR ROLE IN THE IMPORTANT R&D ACTIVITIES OF THE IEA. IF THE MISSION IS TO SERVICE THESE AGENCIES' REQUIREMENTS AND FOCUS THE

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ATTENTION OF THE SCIENCE DIRECTORATE ON THE PRIORITY AREAS OF ENERGY, RAW MATERIALS AND FOOD, WE WILL NEED AN ADDITIONAL AMERICAN OFFICER AND SECRETARY. THE OFFICER POSITION MIGHT BE FILLED BY A ROTATING JUNIOR OFFICER, PROVIDED WE COULD COUNT ON HAVING A CONSTANT FLOW OF SUCH ASSISTANCE.

D. ADMINISTRATIVE SECTION. THE INCREASED ACTIVITY OF THE MISSION AND THE EVER-INCREASING FLOW OF WASHINGTON DELEGATES TO OECD MEETINGS HAS PLACED AN INTOLERABLE STRAIN UPON OUR SMALL ADMINISTRATIVE SECTION. IN ADDITION TO HAVING HEAVY ON-GOING ADMINISTRATIVE ACTIVI-

TIES (BUDGET, PERSONNEL, GENERAL SERVICES OPERATIONS), THE ADMINISTRATIVE SECTION MUST PROVIDE VISITING DELEGATES WITH A NUMBER OF DIFFICULT AND TIME-CONSUMING SERVICES (ARRANGING HOTEL RESERVATIONS, REPRODUCTION OF DOCUMENTS, REVALIDATION OF AIRLINE TICKETS OR BOOKING OF FLIGHTS, PREPARATION OF ARRIVAL KITS AND LISTS, ACCOMMODATION EXCHANGE AND SCHEDULING TRANSPORTATION SERVICES FOR SENIOR OFFICIALS FOR THEIR ARRIVAL, DEPARTURE AND OFFICIAL APPOINTMENTS IN PARIS). IN ORDER TO CARRY OUT EFFECTIVELY THESE NECESSARY ADMINISTRATIVE RESPONSIBILITIES, THE MISSION REQUIRES THE ESTABLISHMENT OF AN FSL ADMINISTRATIVE ASSISTANT POSITION AT THE FSL-4 LEVEL.

27. ON THE FUNDING SIDE, IT IS ESSENTIAL THAT THE OECD RECEIVE A LEVEL OF BUDGETARY SUPPORT COMMENSURATE WITH THE EXPANSION OF ITS ACTIVITIES, WHICH HAS RESULTED IN LARGE PART FROM US INITIATIVE, AND THE PRIORITIES WHICH WE ATTACH TO THEM. OECD FUNDING HAS BEEN ALMOST STATIC FOR SEVERAL YEARS AND AS A RESULT THE SECRETARIAT, WHICH HAS ALWAYS BEEN NOTABLE AMONG INTERNATIONAL ORGANIZATIONS FOR ITS TIGHT AND FLEXIBLE STAFF OF QUALIFIED PROFESSIONALS, IS BEGINNING TO BE STRETCHED BEYOND ITS PHYSICAL CAPABILITIES. THE 2.5 PERCENT INCREASE IN REAL TERMS FOR PART I ACTIVITIES RECENTLY PROPOSED BY THE SECRETARY LIMITED OFFICIAL USE

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GENERAL STRIKES US AS THE MINIMUM NECESSARY FOR THE SECRETARIAT EFFECTIVELY TO CARRY ON ITS EXISTING AND NEW ACTIVITIES. THE MISSION ITSELF NEEDS A LARGER REPRESENTATION ALLOWANCE IF IT IS TO CARRY OUT THE ESSENTIAL INFORMATIONAL COORDINATION WITH THE SECRETARIAT AND OTHER DELEGATIONS IN THIS PERIOD OF MARKEDLY INCREASED USE OF THE OECD AS A MEDIUM FOR THE CONDUCT OF US FOREIGN POLICY.

28. WE HAVE ALWAYS ENCOURAGED STRONG WASHINGTON REPRESENTATION AT OECD MEETINGS AS A MEANS OF ENSURING THAT AMERICAN PARTICIPANTS IN OECD CONSULTATIONS ARE SUFFICIENTLY CLOSE TO THE POLICY-MAKING CENTER TO CONVEY US POSITIONS ACCURATELY AND EFFECTIVELY. WE CONTINUE TO CONSIDER STRONG WASHINGTON ATTENDANCE TO BE ESSENTIAL AT ALL MAJOR MEETINGS. HOWEVER, WE FEEL THAT THIS PROCESS MAY HAVE BEEN CARRIED TOO FAR, PARTICULARLY NOW THAT WE ARE IN CONSTANT TELEPHONIC COMMUNICATION WITH SUBSTANTIVE OFFICERS IN WASHINGTON AND SEE SENIOR POLICY OFFICIALS FREQUENTLY IN PARIS. WE THEREFORE RECOMMEND THAT WASHINGTON CONSIDER AUTHORIZING THE MISSION TO REPRESENT THE USG AT MEETINGS WHERE WE HAVE SUFFICIENT SUBSTANTIVE EXPERTISE AND WHERE WASHINGTON PARTICIPANTS WOULD, IN ANY EVENT, BE OF RELATIVELY JUNIOR LEVEL, SUCH

AS IN SOME OF THE SUB-GROUPS OF THE IEA. WE DO NOT
BELIEVE THIS WOULD SIGNIFICANTLY DIMINISH THE EFFECTIVE-
NESS ON OUR REPRESENTATION AT RELATIVELY LOW-LEVEL AND

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ACTION EUR-12

INFO OCT-01 EA-06 IO-10 ISO-00 AID-05 CEA-01 CIAE-00

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SP-02 TRSE-00 CIEP-01 LAB-04 SIL-01 OMB-01 STR-04

AGR-05 ERDA-05 DODE-00 FEAE-00 FPC-01 H-02 INT-05

L-03 NSC-05 PM-03 USIA-06 SAM-01 OES-03 SS-15 PRS-01

PA-01 ARA-06 MMS-01 ABF-01 PER-01 OIC-02 TAR-01 /146 W

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REGULAR MEETINGS. EXPERIENCE IN ACTUAL REPRESENTATION AT OECD MEETINGS WOULD ENHANCE THE SUBSTANTIVE CAPABILITIES OF MISSION OFFICERS AND LEND THEM GREATER CREDIBILITY IN COORDINATING WITH THE SECRETARIAT AND OTHER DELEGATIONS IN THE PERIOD BETWEEN MEETINGS WHICH AT THE SAME TIME RELIEVING SOME OF THE PRESSURE ON HARRIED WASHINGTON OFFICIALS.

29. AFTER A PERIOD OF RELATIVELY LOW-KEYED ACTIVITY, THE OECD HAS MOVED WITHIN A VERY SHORT PERIOD OF TIME TO THE CENTER OF INTERNATIONAL ECONOMIC POLICY COORDINATION. THIS RAPID TRANSFORMATION IN THE ROLE OF THE OECD REFLECTS THE IMPERATIVES OF THE CURRENT INTERNATIONAL ECONOMIC SITUATION AND IT HAS BEEN RELATIVELY SUCCESSFUL IN LARGE PART DUE TO US INITIATIVE. WE BELIEVE THE OECD HAS PROVEN TO BE A FLEXIBLE AND USEFUL TOOL OF US FOREIGN ECONOMIC POLICY. THE SECRETARY OUTLINED NEW AREAS OF EMPHASIS FOR THE ORGANIZATION IN HIS STATEMENTS TO THE IEA AND OECD MINISTERIAL MEETINGS. WE ARE NOW ACTIVELY ENGAGED IN THE PROCESS OF IMPLEMENTING THE RESULTING MINISTERIAL DECISIONS. OUR SUCCESS IN THIS EFFORT DEPEND ON CONSTANT IMPUT FROM WASHINGTON BOTH IN TERMS OF TIMELY AND THOUGHTFUL INSTRUCTIONS AND IN TERMS OF CONTINUED HIGH-LEVEL USG ATTENTION TO THE MAJOR ACTIVITIES BEING CARRIED OUT HERE.
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